

Training Within Industry

MANAGEMENT CONTACT MANUAL

Procedure to be Applied Nationally
For the Use of TWI Staff Members Only

Training Within Industry Service
Bureau of Training
War Manpower Commission
Washington, D. C.

(This manual was issued in the summer of 1944, the initial draft was a few pages shorter and completed in January 1944. it was meant to standardize how TWI was presented to industry, which could be expected, as they were applying standard work to their internal processes about halfway thru the program.

There are a number of concepts that are spoken of in this manual that were only known by those that had access to internal training, such as the 'Weekly Staff Topic Letters'.)

**TRAINING WITHIN INDUSTRY SERVICE
BUREAU OF TRAINING
WAR MANPOWER COMMISSION**

July, 1944

To Training Within Industry Staff Members:

During the past three and a half years, T.W.I. representatives have introduced T.W.I. service into more than 14,000 war plants and essential service companies.

From these many contacts we have learned that T.W.I. service is presented most convincingly when the staff man points out to an executive (1) what the program will do for him (2) what the program is and (3) what he, the executive, must do to make it produce continuing results.

This is a simple but sound approach. When used intelligently and sincerely it always works. It puts the T.W.I. representative in the position of recognizing the plant manager's problems, of serving his personal interest, and of offering a practical service which will give tangible results promptly.

Actually, we in T.W.I. are endeavoring to persuade executives to follow certain principles of sound management for the purpose of obtaining continuing production results. This is not an easy job. However, it CAN be done. It is being demonstrated daily. Certainly to persuade an executive to personally sponsor a long-term program requires considerably more skill on your part and mine than was required to present ten-hour sessions only.

Your experience has contributed to the underlying philosophy in this procedure and many of you have had a hand in shaping its form as here presented. It was adopted as standard practice through out all districts in January, 1944.

Every member of the T.W.I. operating staff should master this procedure, practice it on every occasion, and make it so much a part of him that it becomes second nature.

Sincerely yours,

C. R. Dooley
Director
Training Within Industry

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SECTION I
MANAGEMENT CONTACT ORGANIZATION - APPOINTMENT REQUIREMENTS -
FUNCTIONS

I. Organization

1. Each district shall have the responsibility of performing the functions of Management Contact as outlined.
2. The size of the district and budget limitations shall determine whether these functions are to be carried out by –
 - A management contact head devoting full time to this function
 - or
 - A designated individual with this responsibility plus other duties
3. The Management Contact Heads shall report to the District Representative and shall work at the same organizational level as other Program Heads.

II. Appointment Requirements

1. Successfully meet the requirements set up in a Management Contact Training Conference.
2. Successfully complete an Institute for each of the ten-hour programs.
 - (a) At outset, completion of one Institute, 10-hour Sessions in other two.
 - (b) Balance of Institutes to be completed within reasonable period without retarding the overall activities of an office.
3. Participate in at least one P.D. Institute. (Program Development)
4. Understand relationships with other Training Agencies.
5. Know other training programs and facilities in the district, for reference to assist war contractors where possible.

III. Functions of Management Contact (Items - #1, #2 - are to be performed by the person designated as Management Contact Head. All other functions are to be performed by ANY staff member.)

- *1. Supervise all details as outlined in Section II, "Securing, Classification and Assignment of Prospects."
- *2. Cooperate with Program Heads to further the use of each program.
3. Make top management and subsequent company contacts for ALL programs. (Section IV, V, VI)
Note: Subsequent company contacts may be delegated to others and cleared through Management Contact Head.
4. Organize and conduct group, top management, middle management presentations. (Sections III & IV and Presentation Outlines)
5. Plan and set up plant programs. (Section VIII)
6. Follow up all contacts and solve problems that develop. - (Section II)
7. Obtain management's appraisal of the results of any program.

SECTION II SECURING – CLASSIFICATION - ASSIGNMENT OF PROSPECTS

I. Sources of Prospects

1. War Manpower Commission Offices or Services
 - (a) Local Production Urgency and Manpower priority lists as set up by W.M.C.
 - (b) Local Employer Ceiling Lists as set up by W.M.C.
 - (c) 'Spot' requests from W.M.C. Offices
 - *2. War Production Board
 - *3. Army-Navy-Maritime Services
 - *4. Company lists of sub-contractors
 - *5. Chamber of Commerce - Manufacturer's Associations or Trade Associations.
 - *6 Users of T.W.I. Services, eligible companies, and essential services.
 - * Not listed in order of importance.
- NOTE: Each ranking officer or executive should be contacted personally and given complete information on T.W.I. Services in terms of benefits to be obtained by the agency contacted, and the manufacturer of war materials.

II. Classification of Prospects

1. General Information necessary (by company)
 - (a) Names of top executives
 - (b) Typo of activity or products manufactured
 - (c) Number of Employees and Supervisors if available
 - (d) Information regarding previous T.W.I. Programs
 - (1) All details pertaining to each program
 - (e) Record of previous contacts

III. Assignments of Prospects

1. Assignment of prospects is based on:
 - (a) Need for service as uncovered by T.W.I.
 - (b) Priority of service as requested by W.M.C.
 - (c) Plants that must be converted from a 10-hour to a Continuing Use basis.
 - (d) Balancing the activities of ALL T.W.I. Programs
2. Control of Assignments
 - (a) To be pre-determined by the management contact head, in consultation with the program heads, and to be approved by the District Representative or District Director.
 - (b) Assignments for contacting companies to be made to all staff members including program heads or assistants, depending on available time after performing technical responsibilities.
3. Release of Assignments
 - (a) No new T.W.I Program shall be started in a company if it in any way interferes with the progress of a program in process.
 - (b) The offering of subsequent programs shall be determined by the management contact head and the program heads, or resident representatives concerned.
 - (c) In case of conflict, final decision is the responsibility of the District Representative or District Director.

SECTION III BUILDING COMMUNITY INTEREST

I. Group Management Presentation Meetings

1. These meetings should be considered only as a mass opportunity to explain and develop any T.W.I. Program. This type of meeting is not a substitute for the activities in Sections IV, V, VI, VII, VIII and IX.

(a) As the need for these meetings has decreased, they will be held infrequently.

2. Sponsorship

(a) Chamber of Commerce, Manufacturers Association, Trade associations or Service Clubs.

(b) A prominent individual or group of individuals.

(c) T.W.I. directly in cooperation with W.M.C. Area Directors.

3. Publicity

(a) Invitations through sponsoring agency, signed by agency executive.

(b) Follow up letters.

(c) Personal telephone calls or contacts on day of meeting,

4. Conducting of Meetings

(a) Chairman - Local executive of sponsoring organization.

(b) Presentation to be based on the needs within a community and mutually agreed upon by T.W.I. and W.M.C. local representatives.

5. Follow-up

(a) All companies represented should be contacted immediately in some logical order; if their number is numerous, it should be on the basis of size, need, best prospect, or W.M.C. referral.

(b) Appointments may be made at meeting to plan a program with management, subject to Management Contact confirmation.

(c) NO PROGRAM or Institute commitments should be made at this meeting. This MUST BE done during individual company contacts, which follow the meeting.

II. T.W.I. Panel Members

(Panel members should consist of the meet prominent industrial LEADERS in the community, NOT second flight department heads.)

(Present inactive panel members should be replaced by such leaders.)

Panel members' activities;

(a) Arrange appointments with top executives

(b) Arrange occasional small luncheons for discussion of T.W.I. Programs, on initiative of the Management Contact Head

(c) Meet occasionally with District Director for purposes of furthering the service and effectiveness of T.W.I. Programs.

III. WMC, WPB, Army, Navy and Maritime Services

1. Make frequent contacts with ranking executives or officers to enlist,

(a) Endorsement of program to individual companies

(b) Arrange appointments with those in need of service

(c) Secure an overall check of the effectiveness of the programs set up

IV. Publicity

1. Newspaper

(a) Only articles cleared through the designated W.M.C. individuals.

(b) Articles must be based on accomplishment and benefits, not hopeful anticipations nor planned activities.

2. News Letter

Distributed to designated persons to promote the use of T.W.I. service.

3. Trade Paper and National Publications

Only articles approved by T.W.I. Headquarters in Washington

4. Direct Mail

Personal letters from District Director based on benefits to a company.

SECTION IV
ARRANGING TOP MANAGEMENT CONTACTS

I. Who is Top Management

- The operating official of a company or plant with the final authority to say "yes" or "no" to complete acceptance on management questions.

II. Who should be contacted on the initial call

- The individual designated above WITHOUT EXCEPTION. Where there have been previous successful relations with a personnel man or other executive, these must be continued. Have him arrange an appointment with the top executive and take him along.

III. How should he be contacted

- BY APPOINTMENT

1. Types of appointment

- (a) Direct telephone contact
- (b) Panel member or satisfied user of Government service executive. (Check with management contact head.)
- (c) Letter
- (d) Indirectly through secretary
- (e) Through personnel executive (See II above)

(NOTE): See outlined method if executive is hard to reach.

2. By Canvass without appointment

- (a) Many men with a background of canvass selling, accomplish the objective through this method. This is not to be encouraged generally for these reasons;
 - (1) Much time is wasted waiting and back-tracking
 - (2) Executive allots too little time to interview
 - (3) Representative minimizes the dignity of the importance of the call.
- (NOTE): If previous appointment has not been made and representative is in neighborhood, call on nearby phone and ask if convenient to interview.

IV. How much time should be requested

(If additional time is taken, BE SURE it is at his request or desire.)

- 30 minutes

V. Be Prompt

SECTION V
TOP MANAGEMENT INTERVIEW OBJECTIVES - EQUIPMENT

I. Objectives

Get agreement on each of the following:

1. Agreement by top executive to sponsor the program.
 - (a) To personally call management presentation and launching meeting.
 - (b) To personally chair this meeting.
 - (c) To ACTIVELY SUPPORT the program.
2. Agreement by top executive to assume the function of a coordinator or to designate someone to perform this function.
3. Agreement by top executive to approve a plan including basic training and continuing use details to be submitted by the coordinator.
4. Agreement by top executive to check results.

II. Equipment desirable for Interview (Use optional: Local district policy)

1. Testimonial letters from industrial leaders stating what T.W.I. programs have done for the in terms of production advantages.
2. Photograph of a group in session.
3. Copies of Proposals; J.I. or J.M. Breakdowns. (Foremen's copies preferred.)
4. Appropriate statements of Beneficial Results.
5. Outline of Executives' Responsibilities to be left at conclusion of interview. (See Sample Copy)
6. Other supplementary literature or information as desired by management contact representative.

SECTION VI
CONDUCTING A TOP MANAGEMENT INTERVIEW

(Designed for an initial interview for Executive NOT familiar with T.W.I. services)

I. Secure favorable attention

1. Establish a friendly atmosphere
 - (a) Be natural but observant
 - (b) Thank executive for appointment
 - (c) Be complimentary of some person for a courtesy that has been shown. (Secretary - guard - reception clerk) - DON'T GO TOO FAR.
2. Find out extent of executive's knowledge of T.W.I. activities.
3. State purpose of call.
 - (a) Emphasize that T.W.I is a service by industry for industry.
 - Brief background of the REASONS for foundation of T.W.I.
 - Industrial background of ALL personnel - NATIONAL - DISTRICT - LOCAL. Same as he is.
 - Practical people experienced in production problems.
 - Tell your industrial connection.
 - (b) Outline 5 needs of a supervisor to show Purpose of T.W.I. Services.
4. Identify one of his production problems by discussion and agreement.
 - (a) Develop by examples and leading questions
 - (b) Use questions that lead to how he can benefit from the program.
 - (c) Let prospect talk.
 - (d) Select a problem that is important to him.

II. Build the advantages to Him

1. Concentrate on this PRODUCTION PROBLEM IMPORTANT TO HIM, as developed in Section I, Part 4 above.
 - (a) Select the program that will best fit his needs (JI, JM, JR)
 - (b) Explain by example how his problem was helped in other plants by this T.W.I. Program.
2. Overcome objections as they occur
 - (a) Anticipate them wherever possible
 - (b) Avoid direct arguments. Use the "yes-but" technique
 - (c) Cite further specific examples to offset objections.

III. Create Value in terms of Possible Production Results

1. Relate additional benefits
 - (a) Use further examples
 - (b) Meet objections as they occur
 - (c) Watch for favorable reactions.
2. Continue until value is established
 - (a) Assume acceptance when reactions are favorable
 - (b) DO NOT OVERSELL

IV. Establish the Program

1. Tell him how the Program works.

Outline the mechanics of the program you recommend.

 - (a) Ten hour sessions of basic training and how they are conducted.
 - (b) The Institute and advantages of in-plant training.
 - (c) The importance of continuous use to him – obtain results.

- *2. Establish his responsibilities by securing his agreement on each of the following:
- (a) Agreement to sponsor the program
 - (1) To personally call and chair the launching meeting. (Set a definite time if possible.)
 - (2) To actively support the program.
 - (b) Agreement to assume the function of a coordinator or to designate someone to perform this function.
 - (c) Agreement to approve a plan, including the details for both basic training and continuous use, to be submitted by the coordinator.
 - (d) Agreement to check results.

*If executive will not give final agreement until full executive staff approval is given, arrange for a top management presentation to staff members on the basis of his sponsorship (calling and chairing the meeting). Often it can be arranged immediately.

IMPORTANT

If top executive has not given final agreement, present his responsibilities on the basis that IF final approval is given, he will assume these responsibilities.

SECTION VII
CONDUCTING INPLANT TOP AND MIDDLE MANAGEMENT PRESENTATION MEETINGS

I. What is a TOP MANAGEMENT PRESENTATION MEETING

- This meeting is conducted at the request of management for group approval of any T.W.I. Program (Or T.W.I. service as a whole)
- It is held for the purpose of securing overall executive approval of the program.
- Therefore the handling is based on convincing those in attendance of the merit and value to them of the program discussed.

II. What is a MIDDLE MANAGEMENT PRESENTATION MEETING

- This meeting is conducted at the request of management for a group of top and middle management after the program has been accepted and approved by top management.
- The purpose is to secure the maximum possible understanding and backing of all management.

III. How to conduct TOP or MIDDLE MANAGEMENT MEETINGS

1. Arrangements necessary
 - (a) Specific date and time
 - (b) Satisfactory meeting room and seating accommodations.
 - (c) Meeting called by TOP EXECUTIVE over HIS SIGNATURE
2. Conducting Meeting
 - (a) Introduction by sponsoring executive
 - (b) Program handled by management contact representative or other T.W.I. representative assigned.
 - (c) Subject matter (See outlines)
 - (1) What the program will do in terms of production benefits
 - (2) What the program is
 - (3) What must be done by management to make the program function as a continuing production tool.
 - (d) Question and answer period
 - (e) Meeting closed by sponsoring executive

IV. Make appointment for planning the program

1. Often may be completed immediately following selling meeting
 - (a) If not, set a definite time with coordinator, or designated executive.

SECTION VIII
PLANNING A COMPANY PROGRAM

I. Who should plan a company program.

1. Company Program Coordinator, i.e.,
Sponsoring executive or a responsible management representative reporting (as the coordinator) to at least the production head.

AND
2. T.W.I Management Contact Representative, i.e.,
The T.W.I. representative who made the original top management contact, and who arranged or conducted the executive selling or launching meeting.

II. Details of the Program to be Established

1. Basic Training Details

- (a) Number of supervisors to be trained
- (b) Overall time-table for Training Period for complete plant coverage
- (c) Selection of Trainers if IN-PLANT
Use Institute application form to be approved by SPONSORING EXECUTIVE
- (d) Establish starting date and select starting groups.
No in-plant applicants for Institutes should be accepted in the Institute unless starting 10-hour schedules are set up in advance of the Institute.
- (e) Determine if training is to be during working hours or out of hours.
Whenever the supervisors receive extra compensation for overtime work, management should be urged to compensate them for overtime spent in taking the basic training.
- (f) Select meeting rooms and check equipment.

2. Continuous Use Details

- (a) Assign Responsibility for Getting Continuous Results;
 1. How to inform the organization and establish the policy.
 2. Responsibilities and activities of coordinator.
- (b) Get adequate coverage.
- (c) Provide for coaching of supervisors.
- (d) Report results to management.
- (e) Give credit for results.
- (f) In case of Job Methods, provide for clearance of proposals.

See Continuing Use Manual entitled, "*How to Get Continuing Results in a Plant.*"

3. Labor cooperation or participation.

When appropriate, the judgment of management should be requested as to whether it wishes to have union representatives informed about the program or included in the 10 hours of basic training. Whenever this is management's wish, this part of the plan should be made accordingly.

DO NOT CONFUSE THIS ITEM WITH SETTING UP A SEPARATE PROGRAM FOR USE WITHIN A LABOR ORGANIZATION. WHERE THE PROGRAM IS SET UP SOLELY WITHIN A UNION, THE STANDARD CONTACT PROCEDURE OUTLINED IN THIS MANUAL SHOULD BE USED WITH THE UNION IN THE SAME WAY IT IS USED WITH A COMPANY.

SECTION IX
MANAGEMENT CONTACT FOLLOW-UP CALLS

I. Call backs on Coordinator

1. Assist in any way possible with problems that may develop.
It is important to realize that NO program will continue to operate without some problems.
2. Renew results and evaluate them by comparison with other programs
3. Assist with company contacts if necessary.

II. Call backs on Sponsoring Executive

1. Determine if he is fully aware of progress
Always have tangible information
2. Review results in proportion to effort.
3. Keep him a satisfied and enthusiastic user.
4. Obtain his endorsement for use with other companies
5. Identify other needs for future programs after completion of "basic training" for program in progress

III. Check on Follow-Through Functioning

1. On request contact non-cooperative department heads WITH coordinator.